

Midlothian Council Quarter Three Performance Report – 2018/19

Community Planning partners have previously agreed the following ambitious vision for Midlothian:

“Midlothian – a great place to grow”.

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) and the Single Midlothian Plan. The Council Change and Transformation programme and individual Service Plans outline how Midlothian Council will deliver its contribution to the Single Midlothian Plan.

Taking into consideration evidence about the comparative quality of life of people living in Midlothian, it is clear that less well-off residents experience poorer health, have fewer or no choices in how they use low incomes, and also that there is a proven relationship between these factors and their learning. As a result the top three priorities for 2016-19 are:

- Reducing the gap in learning outcomes
- Reducing the gap in health outcomes
- Reducing the gap in economic circumstances

The council continues to face unprecedented challenges as a result of constrained funding combined with demographic and other cost pressures. In addition, managing the impact of a number of national and local challenges, including Welfare Reform, Health and Social Care Integration, The Children and Young People Improvement Collaborative (CYPIC) and the significant differences in social and economic equality across Midlothian.

Three key approaches will continue to be the focus for how the council works with its communities – preventive intervention, co- production and capacity building and localising / channel shifting / modernising access to services

In addition to the three key priorities and approaches the Council will also focus on reducing the gap between outcomes for residents living in parts of the county which for many years have shown a significant gap between their outcomes and the average outcomes for Midlothian and Scotland as a whole. The areas targeted are Dalkeith Central/Woodburn; Mayfield/Easthouses and Gorebridge.

Work continues on the outcome priorities and also the strategic priorities and budgets from 2016 through 2019. The Council’s contribution to the three year outcomes and the priorities for each of the thematic areas are set out in the individual service plans with associated actions and indicators.

The Single Midlothian Plan incorporates five overarching thematic groups which support the achievement of outcomes. This thematic approach is used for quarterly reporting, the themes are as follows:

- Adult Health and Social Care - *Responding to growing demand for adult social care and health services*
- Community Safety & Justice - *Ensuring Midlothian is a safe place to live, work and grow up in*
- Getting it Right for Every Midlothian Child - *Improving outcomes for children, young people and their families.*
- Improving Opportunities for Midlothian - *Creating opportunities for all and reducing inequalities.*
- Sustainable Growth in Midlothian - *Growing the local economy by supporting business growth and responding to growing demand for housing in a sustainable environment.*

Progress of Single Midlothian Plan Themes in Q3 2018/19

Adult, Health and Care - Achievements

Responding to growing demand for adult social care and health services

"People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time."

The Adult Health and Social Care service continues to undergo redesign as required by the Integration agenda. The 2016-19 Strategy and Delivery Plan outlines a major programme of service changes designed to promote prevention and recovery. Service priorities for the year ahead include reducing avoidable admissions and unnecessary delays in acute hospitals; supporting people with long term conditions and dementia; reshaping substance misuse services; and promoting wellbeing and recovery. The enablers to achieve include improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Care Packages.

Integration: Over the past nine months work has been undertaken to develop a new 3 year IJB Strategic Plan. This has included a major programme of public and staff consultation and a compilation of a population health and wellbeing needs assessment. New services such as a Discharge Hub are being introduced while others are being expanded such as the COPD Respiratory Team and the Wellbeing Service now operating in all GP Practices. The IJB has continued its efforts to strengthen its partnership working with the Voluntary Sector holding a third summit in November.

Inequalities: Action continues to be focused on addressing the unfair and avoidable differences in people's health across social groups and between different population groups. The Wellbeing Service was re-tendered and is now available in all 12 Midlothian GP Practices. Midlothian representatives involved in work that is progressing on the prevention of type 2 diabetes at a national, regional and local level. Work to develop models of homelessness support to people with complex lives is underway. A plan for COPD (chronic lung disease) prevention and early identification is being prepared.

Substance Misuse: MELDAP held a consultation event with service users and carers that helped inform the new Strategic Plan 2018-22 and identified key priorities for the partnership. MELDAP continues to lead work in developing responses to changing drug trends. A number of short, mid and long term actions are being taken forward by partners with Midlothian, East Lothian and the Lothian Health Board area. This includes planning a Lothian Wide Workshop. The "drop in" clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep more chaotic population engaged and reduce unused appointments.

Technology: Work has progressed well this quarter in the development of an operational resilience dashboard, integrating health and social care data into a tableau format. Supporting individuals with learning disabilities in need of overnight support has progressed further with an additional client now being supported by telecare. Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We are proactively engaging with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. A key strand in this work already is business intelligence and analytics to drive data driven discovery and improvement. We must assess our exciting digital maturity to match our capability with our aspiration and roadmap appropriately.

Learning Disabilities: Key areas of work are the extended times for the new day service provision within Midlothian and the ongoing programme of reviews of existing care packages. Work is progressing to develop positive behavioural support services within Midlothian.

Self-Directed Support: The current focus of activities continue to be supporting the implementation of Self Directed Support are enhancing support planning processes (including option 2), back office processed and continuing to develop practice to embed principles of choice and control in the provision of support. Work is being initiated to review the budget allocation tools.

Older People: Our biggest challenge around older people's services in Midlothian continues to be capacity for both care at home and care homes. We have undertaken a number of initiatives with care at home to increase capacity by commissioning additional contracts to our external providers, reorganise the in house service runs and work closely with the voluntary sector to see how they can provide alternatives to care at home. Care homes is a bit different. We do have capacity, but some individuals and their families have chosen care homes where there are no vacancies and turned down the offer of a care home where there are vacancies. We are exploring how we can improve this situation. We need to develop improved care home placements for people living with dementia who are showing

signs of stress and distress. Our Care Home Strategy focusses on this and we have a number of initiatives that we help will assist in dealing with this challenge. We have been working closely with the Care Inspectorate and familiarising ourselves with the new Care Home Standards and we are now seeing an improvement in grades for our Midlothian Care Homes.

Carers: The Carers (Scotland) Act 2016 was implemented on 1st April 2018. Work during Q4 of 2017, and Q1, Q2 and Q3 of 2018 focussed on ensuring duties and responsibilities under the legislation were in place for implementation and delivery of new services/responsibilities. Agreement has been given for funding to support VOCAL to undertake Adult Carer Support Plans as part of sharing legislative duties. This responsibility also involves the requirement to provide Carer Census reporting to the Scottish Government; the Performance and Improvement Team have submitted baseline data for the carers census for 17/18 per Scottish Government requirement. The Carers Strategic Planning group have reformed to take stock of progress, and consider progress against the Action Plan. A Carers event/consultation event took place in November 2018; feedback will inform the Carers Strategy and Midlothian Strategic Plan. A Short Breaks Service Statement was prepared and published online by end of December 2018, as per legislative requirements.

Mental Health: A full time Midlothian Access Point Social Prescribing worker is now in post to support expansion of Access Point. Since August 2016 to 30 November 2018 2,203 people have attended the Access Point. Three Primary Care/Access Point Mental Health nurses have been appointed, and start work in January and February 2019. With this additional capacity the Access Point will be expanded and develop pathways for people experiencing poor mental health. Following a commissioning process a new service provider has been identified for the Wayfinder model Grade 4 community based rehabilitation service; the remodelled service will be in place for April 2019.

Adults with Long Term Conditions, Disability and Impairment: The Joint Physical Disability Planning Group continues to pursue any outstanding issues in their current Action Plan with the effective sharing of information still a priority. Work towards the creation of a Disabled Peoples Assembly is well underway. The hearing aid maintenance clinics running once a month in Dalkeith Library continue to prove extremely popular. With the assistance of the LAC team, tea and coffee is now being provided, to further develop this into a form of peer support group. Volunteers are being recruited to start a similar clinic in Penicuik. The Health and Social Care Partnership are currently exploring possible funding for Audiology equipment for the Community Hospital to facilitate a local assessment provision. The Midlothian Council British Sign Language final plan is being completed on the back of the consultation information gathered.

Community Safety - Achievements

Ensuring Midlothian is a safe place to live, work and grow up in

Criminal Justice: The unpaid Work (Community Payback) service was announced as a finalist for the VIBES 2018 Scottish Environmental Business Awards and attended the VIBES final and award ceremony in Glasgow in November. The team won their place in the final through its use of recycled materials to carry out projects that improve the environment. Work is progressing in developing joint working between Community Safety, the Resolution Service, Community Justice and Criminal Justice. Working with a domestic abuse perpetrator on a voluntary basis took place in Q3 with one suitable referral. This forms part of the Safe and Together approach to domestic abuse, where the non-offending parent is supported to stay safe and together with the children while the perpetrator is held to account for their actions. Children and Families involvement offers an opportunity to work with domestic abuse perpetrators, who may be facing up for the first time to the impact their behaviour is having on their children.

Road Services: Good progress is being made on this year's capital carriageway and footway schemes. To date 3.8km of footway and 9.6km of carriageway have been resurfaced.

Following consultation with the community, Council approval was obtained for this year's Winter Service Policy and Operational Plan. The plan includes arrangements with private sector partners whereby they will supply additional resources should Council get a period of significant severe weather as experienced in February/March 2018.

Getting it Right for Every Midlothian Child - Achievements

Improving outcomes for children, young people and their families.

Permanence and Care Excellence Programme (PACE): We commenced the 12-month long programme on 1 November 2017 with a stretch aim that 75% all under 12s accommodated within the year would have a permanence decision within 7-12 months. Over the course of the year, 30 children have entered the programme and 80% of them have had a permanence decision within 7-12 months. Scottish Government and the Centre of Excellence for Looked After Children view the level of change and improvement for Midlothian's most vulnerable children as a phenomenal achievement. We have agreed to continue to be part of the PACE programme; and continue to share our learning with other Councils. We have already identified 4 further aims and will provide further information in due course.

Mental Health: Following the successful bid to the Early Action Lottery project, which secured funding over the next 5 years to improve services in mental health for young people by helping local organisations collaborate to make the shift to early action and system changes so that people have better lives. As this work begins we have now recruited a project manager who is currently working on the delivery plan.

Participation: The Champions board continue to meet every fortnight and share their discussions and the need to bring about change with their corporate parents. We have also rolled out the MOMO (mind of my own) app whereby young people can liaise with their worker via the app or share their views in relation to reviews or any other meeting they wish to contribute to. To date this has been a big success with some good quality feedback from young people. Statistics taken from since the launch in April 2018 tells us that engagement levels are:

MOMO One

- 201 One statements have been received from young people
- 78 One statements have been received through worker accounts
- 279 One statements received in total

MOMO Express

- 187 Express statements have been created in total
- 466 One and Express statements received in total
- 26% of these have been preparing for a Worker visit
- 23% have been Sharing good news
- 19% have been Sorting a problem

Accounts

- 92 young people have their own account
- 117 workers have a worker account

We continue to provide all children and young people with quality services: We currently have 1 young person in secure care. The working group continues to meet to discuss teenage interventions and alternatives to secure care.

Child Protection: During Q3 reporting we have 51 children (27 families) on our child protection register which equates to 3.0 per 1000 of the population compared with the national rate of 2.9. This figure is slightly down on last quarter and only slightly above the national average.

Work on the implementation of Safe and Together is ongoing with further development in relation to the Families First (non-court mandated domestic abuse perpetrator programme). The Public Protection Office now has a trained trainer in Safe and Together core principles and will be rolling out this training with a primary focus on children services throughout the coming year.

Looked after away from Home: There are 165 children and young people looked after out-with their family home both in and out-with Midlothian. The current rate per 1,000 of young people looked after in Midlothian is 11.9 which remains below the national of 14.5.

Looked after at home – There are 83 children and young people looked after at home. They have all been identified by the new Independent reviewing officer and dates are in the diary to ensure they are all reviewed over the next few months. The current rate per 1,000 of young people looked after at home in Midlothian is 4.3 which is higher than the national rate of 3.7.

Scottish Child Abuse Inquiry: There continues to be a lot of work being generated from this Inquiry. The team are working hard to ensure that we continue to meet deadlines with our submissions.

Raising Attainment and Achievement: (National Improvement Framework: Performance Information and School Improvement):

There continues to be a focus on curriculum for excellence levels through tracking periods for all pupils but specifically for those 'unlikely' to achieve their expected level.

We have achieved our target of 2% in almost all areas. In some areas the improvement is as much as 18% in P7 English. The area where this has seen least progress is S3 in Listening and Talking and Numeracy.

This has been achieved by implementation of 3 curriculum for excellence tracking periods last session, robust monitoring and tracking and teacher training on achievement of a level and robust conversations with Managers and Headteachers.

Improving Opportunities Midlothian - Achievements *Creating opportunities for all and reducing inequalities.*

Serving Communities:

Environmental Health

Engagement with Scottish Government representatives in conjunction with the "Community Conversation" on dog control and positive recognition for the achievements by staff, particularly Environmental Wardens in improving dog control in Midlothian through education, enforcement and partnership work.

Complex Part IIA contaminated land remediation complete.

Engagement on the Scottish Government Working Group to produce the new National Model Standards for Residential Caravan site licensing has been completed with the publication of the Standards in December 2018.

Trading Standards

A decision was confirmed that the Trading Standards Partnership with East Lothian Council (ELC) is to cease in its current form. Line management is thus soon to revert to ELC for ELC staff. A **mutual co-operation agreement** between the two authorities is now to be discussed and planned for the future.

Continual excellent work by officers in tackling unfair trading practices and rogue traders, liaising with the Police and other agencies.

Communities

- 2448 people have participated in Cost of the School Day decision making and the work is starting to have traction in schools beyond the Participatory Budgeting process.
- Communities Service has been nominated by the Scottish Sports Futures for the Partnership of the Year Award for the work the communities' team undertook establishing the Twilight Basketball programme.
- Communities Service has been selected as an authority to receive bespoke support from Professor Stephen Sinclair from the Scottish Poverty and Inequality Research Unit to develop the Local Child Poverty Action Plan as part of the support for the Child Poverty Act.
- Communities Service Awarded the Armed Forces Covenant Employer Recognition Silver Award thanks to the work of Communities Officers.

Welfare Rights

Work is underway to implement the 'internal one stop arrangements' with partners from across council directorates. Formal tendering for the external welfare rights and money advice service has closed and the local CAB have been named as the principle provider pending conformation of additional information. This new service is to go live on 1st April 2019.

The Council's welfare Rights Team continues to be busy with 193 new referrals and represented 50 claimants at Social Security Appeals in this quarter. Income maximisation of over one million (£1,166,304) in Q3 exceeds last year's figure of £840,808.

Landscape & Countryside: Much of the focus continues around securing funding and generating income to deliver on a range of measures and contribute to the Council's financial position, albeit the limiting factor continues to be the availability of suitably qualified people.

Two woodland and path projects at Cuiken and Mauricewood totalling £330,000 with much of the funds being sourced externally and the remainder coming from developer contributions are now 50% complete and will result in improved health opportunities for people and the environment.

The Town centre improvements at Gorebridge were largely designed in house by the Land and Countryside Landscape architect resulting in a very successful project delivered.

Contributing positively to the councils improved health outcome, three play areas, Auld Gala Park (£60,000), Paradykes (£180,000) and Arniston Park (£50,000) are complete. The Auld Gala Park area improvements has provided improved facilities for young people in this area of Scottish Index of Multiple Deprivation (SIMD).

Rosewell Park wheeled sport facility ground investigations have been completed prior to the tender process.

The Ranger Service has generated a total of 7,934 hours of volunteer time to maintain areas across the county.

Sport and Leisure: The Sport and Physical Activity Strategy for Midlothian Council was launched this quarter. The strategy was launched on the Active Midlothian Website in December 2018.

Lasswade High School was awarded the 'SportsScotland Gold School Sport Award'. Lasswade are the first secondary school in Midlothian and one of only 18% in Scotland to have been awarded the coveted 'SportsScotland Gold School Sport Award' status for excelling in sport across the school.

This year's annual cross country event held at Vogrie Country Park was a great success. The event was open to all Midlothian Primary Schools. The top five runners in each event will also be invited onto the Athletics Talent ID scheme.

Four Midlothian Football clubs received national recognition for the outstanding work they are doing in their local communities. The Scottish FA Quality Mark Scheme is a national initiative designed to enhance a club's overall governance and highlight best practice, ensuring a club is performing to the highest possible standards. The initiative has four strands; Standard, Development, Community and Legacy. This year, St. Bernards BC and Penicuik Athletic received their Development Award re-accreditation while at Legacy level we saw Penicuik Athletic Youth Football Club re-accredited with their award. It was a special evening for Dalkeith Thistle Community Football Club, who after hard work and long hours, have finally been awarded their Legacy Award for the outstanding work they are producing in their local community.

Midlothian Active Schools supported Midlothian Women & Girls in Sport Week, which is led by the Scottish Government's Women and Girls in Sport Advisory Board. The aim was to raise awareness of increasing opportunities in sport and physical activity among women and girls, and highlighting the solutions to overcoming the barriers to participation.

Midlothian Sports Awards ceremony was held this quarter giving the opportunity to celebrate the excellence and dedication of sportspeople in our county.

Sustainable Growth - Achievements

Growing the local economy by supporting business growth and responding to growing demand for housing in a sustainable environment.

Homelessness: The Rapid Rehousing Transition Plan in Midlothian has been approved by Council and submitted to Scottish Government for feedback. Rapid rehousing is about taking a housing led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long. Transition to a rapid rehousing approach means that some local authorities and partners will have to redress the balance of housing and support options that are available, and how quickly they are accessed.

The Rapid Rehousing Transition Plan in Midlothian includes an Action Plan for the next five years to support this vision. With key actions including increasing the supply of new build affordable housing in Midlothian, reviewing Midlothian Council's Allocation Policy to ensure homeless households are housed more quickly, actions relating to the acquisition of models of temporary accommodation to reduce the need for bed and breakfast accommodation, supporting homeless households to access a tenancy in the private rented sector and development of a 'Housing First' model. This Action Plan will be implemented in partnership with tenants, stakeholders, RSLs, other agencies

and the Midlothian Health and Social Care Partnership. If additional funding is provided by Scottish Government, then the pace of implementation will be increased.

In response to increasing levels of homelessness in the 16-25 year old age group, the Youth Homelessness Team have developed and delivered a SQA Pre-Tenancy Award for life skills and tenancy sustainment outcomes. The first group of students graduated in December 2018.

Waste Services: A comprehensive waste strategy has been drafted and will inform the direction of travel in relation to waste services for the foreseeable future. This will ensure that legislative recycling levels can be achieved and that the separated material continues to be taken by the market.

Work has progressed with Digital Services, Business Support, Administrative Support, Library Services, Contact Centre and Communications on the implementation of the chargeable garden waste collection service.

A chargeable service to allow local businesses to dispose of trade waste and recycling at Stobhill Recycling Centre has been introduced.

Contracts were recently awarded for the processing of dry mixed recycling and glass. Residual (black bag) waste is now being delivered directly to Millerhill Energy from Waste plant for processing.

The waste aware team collected almost two tonnes of toys and games from across Midlothian schools as part of the "Green Santa toy collection" scheme. Items are given to charity to be reused.

Additional Areas of Interest

Internal Council actions/activities supporting the delivery of agreed outcomes

Delivering Excellence - A programme for change: Delivering Excellence is about looking at how we do things, with a focus on improving outcomes for our residents and our communities within the context of the financial and other challenges ahead. To do this, we need to think about: What our priorities are; What we can change or do differently; Which services can be improved and Which services we can stop

Employee engagement and empowerment is at the core of the Delivering Excellence framework. Every council service is being asked to look at what it does, how much it costs, how it performs and how it could be changed and improved.

Financial Strategy: Successful completion of the 2017/18 audited Financial Statements with an unqualified audit opinion; Completion of Quarter 2 Financial Monitoring reports for Council as part of the robust scrutiny of financial performance and subsequent submission of a recovery plan to arrest the projected in year overspend; Presentation of an update to the Financial Strategy for 2019/20 to 2022/23 outlining future years projections, the impact of change programmes and the financial implications of investment decisions and priorities.

Emerging Challenges

Economic Development

- Developing and implementing a refreshed Economic Development strategy.
- Assisting businesses and the potential economic impact of Brexit.
- Maximising the opportunities arising from the Edinburgh and South East Scotland City Region Deal (ESESCRD).
- Maximising funding through the Wi-Fi4Eu project to deliver wireless connectivity in Midlothian

Welfare Rights

The interaction with legacy benefits and UC and how people receive help with paying their rent has increased the complexity of the benefit system. The Scottish Social Security Bill has introduced Scottish variations on the devolved benefits and will continue to be rolled out in the coming months and years.

The increased demands of UC/PIP(Universal Credit/Personal Independence Payment) transfer has put pressures on all local advice services and requires us to continue to develop close working relationships with our partners. Working with MFIN to source additional funding to address the health inequalities and social inclusion within the Midlothian area.

Environmental Health

There are proposed changes to the landlord registration system, which will require checks of certification, including gas safety, electrical safety, and energy efficiency certification in respect of 10% of all applications (approximately 400).

The impact of the recent statutory changes to Private Water Supply Legislation has resulted in an increase in enforcement work, generated by increased supply risk assessment work and statutory sampling of Category A private water supplies. Work is being undertaken to determine if the resources required can be self – financing from the ability to recover costs for the supply land owners.

Midlothian Council Performance Indicator Summary

Making the Best Use of our Resources

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19			Annual Target 2018 /19	Feeder Data	Value	
		Value	Value	Value	Value	Value	Status	Note				Short Trend
01. Manage budget effectively	Performance against revenue budget	£202.932m	£204.085m	£209.032m	£207.512m	£206.537m		Q3 18/19: Off Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an overspend of £202,000		£205.194m		
02. Manage stress and absence	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	5.25	2.1	3.56	6.34		Q3 18/19: Off Target Sickness absence interventions are being recommended to the Corporate Management Team to further address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future. Teachers stats: The Council has started negotiations with the teaching trade unions in relation to introducing a revised Maximising Attendance at Work Policy.		7.2	Number of days lost (cumulative)	25,256.02
											Total number of employees (FTE) All employees including teachers	3,980.82

Corporate Health

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19			Annual Target 2018 /19	Feeder Data	Value	
		Value	Value	Value	Value	Value	Status	Note				Short Trend
04. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 18/19: 8 High Risks reviewed in the last quarter and are on target.		100%	Number of high risks reviewed in the last quarter	8
											Number of high risks	8

03. Process invoices efficiently	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1 %	93.7 %	94.9 %	93.4 %	92.7 %		Q3 18/19: Automatic scanning of invoices using OCR and import to Integra now in place removing need for manual registration. Work ongoing to improve 100% data capture from first scan of invoice.		95.0 %	Number received (cumulative)	62,662
				Number paid within 30 days (cumulative)	58,119							

Improving for the Future

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19			Annual Target 2018 /19	Feeder Data	Value	
		Value	Value	Value	Value	Value	Status	Note				Short Trend
05. Implement improvement plans	% of internal/external audit actions progressing on target.	58.7 %	67.4 %	51.3 %	73.6 %	55.0 %		Q3 18/19: Off Target The outstanding actions are being addressed by the relevant managers within each Service.		85%	Number of internal/external audit actions on target or complete	38
				Number of internal/external audit actions in progress	69							

Midlothian Council Complaints Indicator Summary

Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Total number of complaints received (cumulative)	5,201	3,676	1,417	2,721	3,866		Q3 18/19: Data Only	
Number of complaints closed in the year	4,866	3,479	1,187	2,604	3,806		Q3 18/19: Data only	
Number of complaints upheld (cumulative)	3,836	2,747	997	2,016	2,879		Q3 18/19: Data only	
Number of complaints partially upheld (cumulative)	355	305	32	70	124		Q3 18/19: Data only	
Number of complaints not upheld (cumulative)	675	427	158	293	496		Q3 18/19: Data only	
Percentage of complaints at stage 1 complete within 5 working days	87.83%	89.95%	89.3%	90.02%	88.69%		Q3 18/19: Off Target Corporate procedural training is required that will be put in place when the new customer relationship platform is installed. Establishment of the correct stage from the outset, correct use of the (new) CRM system, and knowledge of the pre-determined targets will help to resolve this issue.	95%
Percentage of complaints at stage 2 complete within 20 working days	70.24%	76.74%	60%	78.95%	66.67%		Q3 18/19: Off Target Corporate procedural training is required that will be put in place when the new customer relationship platform is installed. Establishment of the correct stage from the outset, correct use of the (new) CRM system, and knowledge of the pre-determined targets will help to resolve this issue.	95%
Percentage of complaints escalated and complete within 20 working days	68.29%	60%	78.57%	68.97%	58.82%		Q3 18/19: Off Target Corporate procedural training is required that will be put in place when the new customer relationship platform is installed. Establishment of the correct stage from the outset, correct use of the (new) CRM system, and knowledge of the pre-determined targets will help to resolve this issue.	95%
Average time in working days for a full response at stage 1	3.31	0.44	2.8	2.77	3.21		Q3 18/19: On target	5
Average time in working days for a full response at stage 2	19.32	10.65	18.6	15.63	19.85		Q3 18/19: On target	20
Average time in working days for a full response for escalated complaints	19.85	12.56	13.71	21.45	21.78		Q3 18/19: Off Target Officers are selecting the incorrect option and it is having an adverse impact on the indicator statistics. To resolve the issue, CRM system and procedural training is required on a wide scale and this will be implemented when the new CRM platform is installed.	20

Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			1	1	8		Q3 18/19: Data only	
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